From:	Stuart Lockhart
Sent:	15 February 2005 22:34
To:	'Graeme Bissett'; Alex Macaulay; Ian Kendall
Subject:	RE: RE: tie FY06 business plan

Graeme

When the "programme" is forthcoming, I will liaise with Ian as you recommend.

Stuart

Stuart J Lockhart
Finance Manager
....
tie limited
Verity House
19 Haymarket Yards
Edinburgh EH12 5BH

Tel: █
Fax: █
Mobile: █
email: Stuart.Lockhart@tie.ltd.uk

delivering transport projects

From: Graeme Bissett [mailto:graeme.bissett@█]
Sent: 15 February 2005 22:36
To: Alex Macaulay; Ian Kendall
Cc: Stuart Lockhart
Subject: FW: RE: tie FY06 business plan

You'll no doubt be interested in this feedback from CEC's consultant, who is an expert on the construction of tram systems.

See my other note on Andrew Holmes conversation.

Stuart, when or if he provides some feedback, will you liaise with Ian directly, assuming this is to do with programme.

Regards
Graeme

_____

Graeme Bissett
m : █

1

-----Original Message-----
From: Lex Harrison [mailto:lex.harrison@edinburgh.gov.uk]
Sent: 15 February 2005 15:22
To: Graeme Bissett
Cc: ewan.kennedy@edinburgh.gov.uk; cliff.hutt@edinburgh.gov.uk; ian.mathie@edinburgh.gov.uk;
richard.bourne@edinburgh.gov.uk; phil.noble@edinburgh.gov.uk
Subject: Re: RE: tie FY06 business plan

graeme
your attachment contains the following statement
"A detailed spreadsheet for DPOFA/Infraco was tabled at our meeting and subsequently forwarded electronically.
We understand that you are happy with the level of detail contained therein. A MS Project programme was
forwarded to Lex Harrison (electronically and hard copy). No further comments have been received so we assume
there are no issues with the detail contained therein. The plan also now includes a table showing the planned
expenditure by allocated manager."
In fact I had responded to Stuart informing him that I was seeking comments from the individual project partners
before returning an annotated version of the programme.
I have now received their comments and will respond on my return to the office. I can say however that the
programme, although quite detailed in some respects, falls well short of our expectations.

Lex
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Comparison spreadsheet now attached.
=20
Regards
Graeme

=20
Graeme Bissett
m :
=20
=20
=20
-----Original Message-----
From: Graeme Bissett [mailto:graeme.bissett@███████]=20
Sent: 10 February 2005 13:14
To: 'Keith Rimmer'; 'john.burns@edinburgh.gov.uk';
'Frances.Duffy@scotland.gsi.gov.uk'; 'Damian.Sharp@scotland.gsi.gov.uk'
Cc: 'ewan.kennedy@edinburgh.gov.uk'; 'Lex Harrison';
'rebecca.andrew@edinburgh.gov.uk'; 'Stuart Lockhart'

2

Subject: tie FY06 business plan
=20
Colleagues, here is the most up to date tie business plan for FY06. The changes from the December submission are highlighted and a spreadsheet setting out the changes to the detailed numbers is attached. A separate mail has been sent responding to detailed CEC questions on the December draft but the key responses are also incorporated as appropriate into the attached draft plan. With respect to the tram implementation team, the rationale for the costs is now explained in the plan and Michael has sent detailed confidential support to Andrew Holmes, including the FWB benchmark study. We have also now included an analysis of this spend by manager.
=20
The document is as final as tie can deliver at this stage. The areas I would draw your attention to are :
=20
1.   The assumption that CC funding will be 50/50 between the Council and the Executive, although (so far as we are aware) this has not yet been agreed. If there are any changes to this assumption, including possible clawback of Executive funding from actual scheme revenues, these will need to be reflected in the plan (or at least the Council paper) which is put before the Council for approval on 24/2.
=20
2.   There are unquantified references to a CEC contribution to tram project implementation funding and also to dependence on future dialogue for approval to access Executive money. The OBC will catalyse this process but there is a need to have reasonably early agreement on certain spending streams (especially people). I=92m assuming the Council can approve the plan subject to the resolution of these funding arrangements with the Executive.=20
=20
3.   So far as I am aware, neither tie nor CEC has had formal confirmation from the Executive of the proposed aggregation of the Tram lines 1 and 2 development budgets for the current year.=20
=20
4.   A number of matters will require continuing dialogue after the Council have seen the plan on 24 February. These relate mainly to the implications of the referendum and to the deferral of funding decisions on the tram project for next year pending review of the OBC in the Spring. These matters are listed in the Executive Summary of the plan.
=20
The principal changes from the December 2004 draft are :
=20
*   Inclusion of a next steps section in the Executive summary
=20
*   More detailed assessment of costs in a =93no-vote=94 = referendum
scenario

3

=20
*   Inclusion of tie=92s corporate objectives (which have yet to =
be
ratified by tie=92s Board)
=20
*   Detailed analysis of the funding required net of existing
allocation and the expected sources
=20
*   Tram implementation =96 the reallocation of previous spend =
from
FY05 to FY06 is now estimated at =A31.7m (was =A30.9m) ; the plan now =
also
incorporates the activities of the revenue setting committee (ie the
remodelling work required to produce robust integrated service
projections, which will also support more detailed assessment of the
EARL impact)
=20
*   Revised outturn expenditure on Ingliston
=20
*   Revised expenditure on EARL
=20
*   Removal of the detailed project work programmes from the
document to maintain the document in orderly form. These are obviously
available to you should you wish to review them.
=20
I am in the process of having this revised draft reviewed and approved
by tie management and by the tie Board and will let you know of any
issues which arise.=20
=20
Please let Stuart know of any questions or suggested amendments and also
if you wish to hold a conference call on Monday 14th as previously
suggested.=20
=20
=20
Regards
Graeme

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=20
Graeme Bissett
m : ████████████
=20
=20
=20   -
=20

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6

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8

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12

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Bissett</span></font></st1:PersonName><font
face=3DTahoma><span lang=3DEN-US =
style=3D'font-family:Tahoma;mso-ansi-language:EN-US;
mso-fareast-language:EN-GB'> [mailto:graeme.bissett@virgin.net<span
class=3DGramE>] <br>
<b><span style=3D'font-weight:bold'>Sent</span></b></span><b><span
style=3D'font-weight:bold'>:</span></b> </span></font><st1:date =
Month=3D"2" Day=3D"10"
Year=3D"2005"><font face=3DTahoma><span lang=3DEN-US =
style=3D'font-family:Tahoma;
 mso-ansi-language:EN-US;mso-fareast-language:EN-GB'>10 February =
2005</span></font></st1:date><font
face=3DTahoma><span lang=3DEN-US =
style=3D'font-family:Tahoma;mso-ansi-language:EN-US;
mso-fareast-language:EN-GB'> </span></font><st1:time Hour=3D"13" =
Minute=3D"14"><font
 face=3DTahoma><span lang=3DEN-US =
style=3D'font-family:Tahoma;mso-ansi-language:EN-US;
 mso-fareast-language:EN-GB'>13:14</span></font></st1:time><font =
face=3DTahoma><span
lang=3DEN-US =
style=3D'font-family:Tahoma;mso-ansi-language:EN-US;mso-fareast-language:=

EN-GB'><br>
<b><span style=3D'font-weight:bold'>To:</span></b> =
'</span></font><st1:PersonName><font
 face=3DTahoma><span lang=3DEN-US =
style=3D'font-family:Tahoma;mso-ansi-language:EN-US;
 mso-fareast-language:EN-GB'>Keith =
Rimmer</span></font></st1:PersonName><font
face=3DTahoma><span lang=3DEN-US =
style=3D'font-family:Tahoma;mso-ansi-language:EN-US;
mso-fareast-language:EN-GB'>; </span></font><st1:PersonName><font =
face=3DTahoma><span
 lang=3DEN-US =
style=3D'font-family:Tahoma;mso-ansi-language:EN-US;mso-fareast-language:=
```

```
    =
EN-GB'>'john.burns@edinburgh.gov.uk'</span></font></st1:PersonName><font
face=3DTahoma><span lang=3DEN-US =
style=3D'font-family:Tahoma;mso-ansi-language:EN-US;
mso-fareast-language:EN-GB'>; 'Frances.Duffy@scotland.gsi.gov.uk';
'Damian.Sharp@scotland.gsi.gov.uk'<br>
<b><span style=3D'font-weight:bold'>Cc:</span></b>
'ewan.kennedy@edinburgh.gov.uk'; 'Lex Harrison';
'rebecca.andrew@edinburgh.gov.uk'; '</span></font><st1:PersonName><font
 face=3DTahoma><span lang=3DEN-US =
style=3D'font-family:Tahoma;mso-ansi-language:EN-US;
 mso-fareast-language:EN-GB'>Stuart =
Lockhart</span></font></st1:PersonName><font
face=3DTahoma><span lang=3DEN-US =
style=3D'font-family:Tahoma;mso-ansi-language:EN-US;
mso-fareast-language:EN-GB'>'<br>
<b><span style=3D'font-weight:bold'>Subject:</span></b> tie FY06 =
business plan</span></font></p>

<p class=3DMsoNormal style=3D'margin-left:36.0pt'><font size=3D2
face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt'><o:p> </o:p></span></font></p>

<p class=3DMsoNormal style=3D'margin-left:36.0pt'><b><font size=3D2
face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;mso-bidi-font-family:
"Lucida Sans Unicode";font-weight:bold'>Colleagues, here is the most up =
to date
tie business plan for FY06. The changes from the December submission are
highlighted and a spreadsheet setting out the changes to the detailed =
numbers
is attached. A separate mail has been sent responding to detailed CEC =
questions
on the December draft but the key responses are also incorporated as
appropriate into the attached draft plan. With respect to the tram
implementation team, the rationale for the costs is now explained in the =
plan
and Michael has sent detailed confidential support to Andrew Holmes, =
including
the FWB benchmark study. We have also now included an analysis of this =
spend by
manager.<o:p></o:p></span></font></b></p>

<p class=3DMsoNormal style=3D'margin-left:36.0pt'><b><font size=3D2
face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;mso-bidi-font-family:
"Lucida Sans =
Unicode";font-weight:bold'><o:p> </o:p></span></font></b></p>
```

```html
<p class=3DMsoNormal style=3D'margin-left:36.0pt'><b><font size=3D2
face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;mso-bidi-font-family:
"Lucida Sans Unicode";font-weight:bold'>The document is as final as tie =
can
deliver at this stage. The areas I would draw your attention to are =
:<o:p></o:p></span></font></b></p>

<p class=3DMsoNormal style=3D'margin-left:36.0pt'><b><font size=3D2
face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;mso-bidi-font-family:
"Lucida Sans =
Unicode";font-weight:bold'><o:p> </o:p></span></font></b></p>

<p class=3DMsoNormal =
style=3D'margin-left:72.0pt;text-indent:-18.0pt;mso-list:l5 level1 lfo3;
tab-stops:list 72.0pt'><![if !supportLists]><b><font size=3D2
face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;mso-fareast-font-family:
"Lucida Sans Unicode";mso-bidi-font-family:"Lucida Sans =
Unicode";font-weight:
bold'><span style=3D'mso-list:Ignore'>1.<font size=3D1 face=3D"Times New =
Roman"><span
style=3D'font:7.0pt "Times New Roman"'>     =
</span></font></span></span></font></b><![endif]><b><span
style=3D'mso-bidi-font-family:"Lucida Sans =
Unicode";font-weight:bold'>The
assumption that CC funding will be 50/50 between the Council and the =
Executive,
although (so far as we are aware) this has not yet been agreed. If there =
are
any changes to this assumption, including possible clawback of Executive
funding from actual scheme revenues, these will need to be reflected in =
the
plan (or at least the Council paper) which is put before the Council for
approval on 24/2.<o:p></o:p></span></b></p>

<p class=3DMsoNormal style=3D'margin-left:54.0pt'><b><font size=3D2
face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;mso-bidi-font-family:
"Lucida Sans =
Unicode";font-weight:bold'><o:p> </o:p></span></font></b></p>

<p class=3DMsoNormal =
style=3D'margin-left:72.0pt;text-indent:-18.0pt;mso-list:l5 level1 lfo3;
tab-stops:list 72.0pt'><![if !supportLists]><b><font size=3D2
face=3D"Lucida Sans Unicode"><span =
```

16

style=3D'font-size:10.0pt;mso-fareast-font-family:
"Lucida Sans Unicode";mso-bidi-font-family:"Lucida Sans =
Unicode";font-weight:
bold'>2.<font size=3D1 face=3D"Times New =
Roman">   =
<![endif]><span
style=3D'mso-bidi-font-family:"Lucida Sans =
Unicode";font-weight:bold'>There are
unquantified references to a CEC contribution to tram project =
implementation
funding and also to dependence on future dialogue for approval to access
Executive money. The OBC will catalyse this process but there is a need =
to have
reasonably early agreement on certain spending streams (especially =
people).
I’m assuming the Council can approve the plan subject to the =
resolution
of these funding arrangements with the Executive. =
<o:p></o:p></p>

<p class=3DMsoNormal style=3D'margin-left:36.0pt'><font size=3D2
face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;mso-bidi-font-family:
"Lucida Sans =
Unicode";font-weight:bold'><o:p> </o:p></p>

<p class=3DMsoNormal =
style=3D'margin-left:72.0pt;text-indent:-18.0pt;mso-list:l5 level1 lfo3;
tab-stops:list 72.0pt'><![if !supportLists]><font size=3D2
face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;mso-fareast-font-family:
"Lucida Sans Unicode";mso-bidi-font-family:"Lucida Sans =
Unicode";font-weight:
bold'>3.<font size=3D1 face=3D"Times New =
Roman">   =
<![endif]>So =
far as I
am aware, neither tie nor CEC has had formal confirmation from the =
Executive of
the proposed aggregation of the Tram lines 1 and 2 development budgets =
for the
current year. <o:p></o:p></p>

<p class=3DMsoNormal style=3D'margin-left:36.0pt'><font size=3D2
face=3D"Lucida Sans Unicode"><span =

style=3D'font-size:10.0pt;mso-bidi-font-family:
"Lucida Sans =
Unicode";font-weight:bold'><o:p> </o:p></p>

<p class=3DMsoNormal =
style=3D'margin-left:72.0pt;text-indent:-18.0pt;mso-list:l5 level1 lfo3;
tab-stops:list 72.0pt'><![if !supportLists]><font size=3D2
face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;mso-fareast-font-family:
"Lucida Sans Unicode";mso-bidi-font-family:"Lucida Sans =
Unicode";font-weight:
bold'>4.<font size=3D1 face=3D"Times New =
Roman">   =
<![endif]>A =
number of
matters will require continuing dialogue after the Council have seen the =
plan
on 24 February. These relate mainly to the implications of the =
referendum and
to the deferral of funding decisions on the tram project for next year =
pending
review of the OBC in the Spring. These matters are listed in the =
Executive
Summary of the plan.<o:p></o:p></p>

<p class=3DMsoNormal style=3D'margin-left:36.0pt'><font size=3D2
face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;mso-bidi-font-family:
"Lucida Sans =
Unicode";font-weight:bold'><o:p> </o:p></p>

<p class=3DMsoNormal style=3D'margin-left:36.0pt'><font size=3D2
face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;mso-bidi-font-family:
"Lucida Sans Unicode";font-weight:bold'>The principal changes from the =
December
2004 draft are :<o:p></o:p></p>

<p class=3DMsoNormal style=3D'margin-left:36.0pt'><font size=3D2
face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;mso-bidi-font-family:
"Lucida Sans =
Unicode";font-weight:bold'><o:p> </o:p></p>

<p class=3DMsoNormal =
style=3D'margin-left:72.0pt;text-indent:-18.0pt;mso-list:l7 level1 lfo9;

18

tab-stops:list 72.0pt'><![if !supportLists]><font size=3D2 =
face=3DSymbol><span
style=3D'font-size:10.0pt;font-family:Symbol;mso-fareast-font-family:Symb=
ol;
mso-bidi-font-family:Symbol;mso-bidi-font-weight:bold'><span =
style=3D'mso-list:
Ignore'>=B7<span =
style=3D'font:7.0pt "Times New =
Roman"'>
<![endif]><span =
style=3D'mso-bidi-font-family:
"Lucida Sans Unicode";font-weight:bold'>Inclusion of a next steps =
section in
the Executive summary<o:p></o:p></p>

<p class=3DMsoNormal style=3D'margin-left:36.0pt'><font size=3D2
face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;mso-bidi-font-family:
"Lucida Sans =
Unicode";font-weight:bold'><o:p> </o:p></p>

<p class=3DMsoNormal =
style=3D'margin-left:72.0pt;text-indent:-18.0pt;mso-list:l7 level1 lfo9;
tab-stops:list 72.0pt'><![if !supportLists]><font size=3D2 =
face=3DSymbol><span
style=3D'font-size:10.0pt;font-family:Symbol;mso-fareast-font-family:Symb=
ol;
mso-bidi-font-family:Symbol;mso-bidi-font-weight:bold'><span =
style=3D'mso-list:
Ignore'>=B7<span =
style=3D'font:7.0pt "Times New =
Roman"'>
<![endif]><span =
style=3D'mso-bidi-font-family:
"Lucida Sans Unicode";font-weight:bold'>More detailed assessment of =
costs in a
“no-vote” referendum scenario<o:p></o:p></p>

<p class=3DMsoNormal style=3D'margin-left:36.0pt'><font size=3D2
face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;mso-bidi-font-family:
"Lucida Sans =
Unicode";font-weight:bold'><o:p> </o:p></p>

<p class=3DMsoNormal =
style=3D'margin-left:72.0pt;text-indent:-18.0pt;mso-list:l7 level1 lfo9;
tab-stops:list 72.0pt'><![if !supportLists]><font size=3D2 =
face=3DSymbol><span

19

style=3D'font-size:10.0pt;font-family:Symbol;mso-fareast-font-family:Symb=
ol;
mso-bidi-font-family:Symbol;mso-bidi-font-weight:bold'><span =
style=3D'mso-list:
Ignore'>=B7<span =
style=3D'font:7.0pt "Times New =
Roman"'>
<![endif]><span =
style=3D'mso-bidi-font-family:
"Lucida Sans Unicode";font-weight:bold'>Inclusion of tie’s =
corporate
objectives (which have yet to be ratified by tie’s =
Board)<o:p></o:p></p>

<p class=3DMsoNormal style=3D'margin-left:36.0pt'><font size=3D2
face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;mso-bidi-font-family:
"Lucida Sans =
Unicode";font-weight:bold'><o:p> </o:p></p>

<p class=3DMsoNormal =
style=3D'margin-left:72.0pt;text-indent:-18.0pt;mso-list:l7 level1 lfo9;
tab-stops:list 72.0pt'><![if !supportLists]><font size=3D2 =
face=3DSymbol><span
style=3D'font-size:10.0pt;font-family:Symbol;mso-fareast-font-family:Symb=
ol;
mso-bidi-font-family:Symbol;mso-bidi-font-weight:bold'><span =
style=3D'mso-list:
Ignore'>=B7<span =
style=3D'font:7.0pt "Times New =
Roman"'>
<![endif]><span =
style=3D'mso-bidi-font-family:
"Lucida Sans Unicode";font-weight:bold'>Detailed analysis of the funding
required net of existing allocation and the expected =
sources<o:p></o:p></p>

<p class=3DMsoNormal style=3D'margin-left:36.0pt'><font size=3D2
face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;mso-bidi-font-family:
"Lucida Sans =
Unicode";font-weight:bold'><o:p> </o:p></p>

<p class=3DMsoNormal =
style=3D'margin-left:72.0pt;text-indent:-18.0pt;mso-list:l7 level1 lfo9;
tab-stops:list 72.0pt'><![if !supportLists]><font size=3D2 =
face=3DSymbol><span
style=3D'font-size:10.0pt;font-family:Symbol;mso-fareast-font-family:Symb=

ol;
mso-bidi-font-family:Symbol;mso-bidi-font-weight:bold'><span =
style=3D'mso-list:
Ignore'>=B7<span =
style=3D'font:7.0pt "Times New =
Roman"'>
<![endif]><span =
style=3D'mso-bidi-font-family:
"Lucida Sans Unicode";font-weight:bold'>Tram implementation – the
reallocation of previous spend from FY05 to FY06 is now estimated at =
=A31.7m (was
=A30.9m) ; the plan now also incorporates the activities of the revenue =
setting
committee (ie the remodelling work required to produce robust =
<u>integrated</u>
service projections, which will also support more detailed assessment of =
the
EARL impact)<o:p></o:p></p>

<p class=3DMsoNormal style=3D'margin-left:36.0pt'><font size=3D2
face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;mso-bidi-font-family:
"Lucida Sans =
Unicode";font-weight:bold'><o:p> </o:p></p>

<p class=3DMsoNormal =
style=3D'margin-left:72.0pt;text-indent:-18.0pt;mso-list:l7 level1 lfo9;
tab-stops:list 72.0pt'><![if !supportLists]><font size=3D2 =
face=3DSymbol><span
style=3D'font-size:10.0pt;font-family:Symbol;mso-fareast-font-family:Symb=
ol;
mso-bidi-font-family:Symbol;mso-bidi-font-weight:bold'><span =
style=3D'mso-list:
Ignore'>=B7<span =
style=3D'font:7.0pt "Times New =
Roman"'>
<![endif]><span =
style=3D'mso-bidi-font-family:
"Lucida Sans Unicode";font-weight:bold'>Revised outturn expenditure on
Ingliston<o:p></o:p></p>

<p class=3DMsoNormal style=3D'margin-left:36.0pt'><font size=3D2
face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;mso-bidi-font-family:
"Lucida Sans =
Unicode";font-weight:bold'><o:p> </o:p></p>

<p class=3DMsoNormal =

style=3D'margin-left:72.0pt;text-indent:-18.0pt;mso-list:l7 level1 lfo9;
tab-stops:list 72.0pt'><![if !supportLists]><font size=3D2 =
face=3DSymbol><span
style=3D'font-size:10.0pt;font-family:Symbol;mso-fareast-font-family:Symb=
ol;
mso-bidi-font-family:Symbol;mso-bidi-font-weight:bold'><span =
style=3D'mso-list:
Ignore'>=B7<span =
style=3D'font:7.0pt "Times New =
Roman"'>
<![endif]><span =
style=3D'mso-bidi-font-family:
"Lucida Sans Unicode";font-weight:bold'>Revised expenditure on =
EARL<o:p></o:p></p>

<p class=3DMsoNormal style=3D'margin-left:36.0pt'><font size=3D2
face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;mso-bidi-font-family:
"Lucida Sans =
Unicode";font-weight:bold'><o:p> </o:p></p>

<p class=3DMsoNormal =
style=3D'margin-left:72.0pt;text-indent:-18.0pt;mso-list:l7 level1 lfo9;
tab-stops:list 72.0pt'><![if !supportLists]><font size=3D2 =
face=3DSymbol><span
style=3D'font-size:10.0pt;font-family:Symbol;mso-fareast-font-family:Symb=
ol;
mso-bidi-font-family:Symbol;mso-bidi-font-weight:bold'><span =
style=3D'mso-list:
Ignore'>=B7<span =
style=3D'font:7.0pt "Times New =
Roman"'>
<![endif]><span =
style=3D'mso-bidi-font-family:
"Lucida Sans Unicode";font-weight:bold'>Removal of the detailed project =
work
programmes from the document to maintain the document in orderly form. =
These
are obviously available to you should you wish to review =
them.<o:p></o:p></p>

<p class=3DMsoNormal style=3D'margin-left:36.0pt'><font size=3D2
face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;mso-bidi-font-family:
"Lucida Sans =
Unicode";font-weight:bold'><o:p> </o:p></p>

<p class=3DMsoNormal style=3D'margin-left:36.0pt'><font size=3D2

face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;mso-bidi-font-family:
"Lucida Sans Unicode";font-weight:bold'>I am in the process of having =
this
revised draft reviewed and approved by tie management and by the tie =
Board and
will let you know of any issues which arise. =
<o:p></o:p></p>

<p class=3DMsoNormal style=3D'margin-left:36.0pt'><font size=3D2
face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;mso-bidi-font-family:
"Lucida Sans =
Unicode";font-weight:bold'><o:p> </o:p></p>

<p class=3DMsoNormal style=3D'margin-left:36.0pt'><font size=3D2
face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;mso-bidi-font-family:
"Lucida Sans Unicode";font-weight:bold'>Please let =
<u><span style=3D'font-size:12.0pt;mso-bidi-font-family:"Lucida =
Sans Unicode";
font-weight:bold'>Stuart</u><span =
style=3D'mso-bidi-font-family:
"Lucida Sans Unicode";font-weight:bold'> know of any questions or =
suggested
amendments and also if you wish to hold a conference call on Monday =
14th
as previously suggested. <o:p></o:p></p>

<p class=3DMsoNormal style=3D'margin-left:36.0pt'><font size=3D2
face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;mso-bidi-font-family:
"Lucida Sans =
Unicode";font-weight:bold'><o:p> </o:p></p>

<p class=3DMsoNormal style=3D'margin-left:36.0pt'><font size=3D2
face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;mso-bidi-font-family:
"Lucida Sans =
Unicode";font-weight:bold'><o:p> </o:p></p>

<p class=3DMsoNormal style=3D'margin-left:36.0pt'><font =
size=3D2
face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;font-family:"Lucida Sans Unicode";
mso-no-proof:yes'>Regards<span =
style=3D'mso-no-proof:

23

yes'><o:p></o:p></p>

<p class=3DMsoNormal style=3D'margin-left:36.0pt'><font =
size=3D2
face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;font-family:"Lucida Sans Unicode";
mso-no-proof:yes'>Graeme<span =
style=3D'mso-no-proof:
yes'><o:p></o:p></p>

<p class=3DMsoNormal style=3D'margin-left:36.0pt'><font =
size=3D2
face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;font-family:"Lucida Sans Unicode";
mso-no-proof:yes'>_____</span=
><o:p></o:p></p>

<p class=3DMsoNormal style=3D'margin-left:36.0pt'><font size=3D2
face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;mso-bidi-font-family:
"Lucida Sans =
Unicode";mso-no-proof:yes'> <o:p></o:p></p>

<p class=3DMsoNormal style=3D'margin-left:36.0pt'><font =
size=3D2
face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;font-family:"Lucida Sans Unicode";
mso-no-proof:yes'>Graeme Bissett<o:p></o:p></p>

<p class=3DMsoNormal style=3D'margin-left:36.0pt'><font =
size=3D2
face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;font-family:"Lucida Sans Unicode";
mso-no-proof:yes'>m : 07831 099749<o:p></o:p></p>

<p class=3DMsoNormal style=3D'margin-left:36.0pt'><font size=3D2
face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;mso-bidi-font-family:
"Lucida Sans =
Unicode";mso-no-proof:yes'> <o:p></o:p></p>

<p class=3DMsoNormal style=3D'margin-left:36.0pt'><font size=3D2
face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;mso-bidi-font-family:
"Lucida Sans =

24

```
Unicode";mso-no-proof:yes'> <o:p></o:p></span></font></p>

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face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;mso-bidi-font-family:
"Lucida Sans Unicode";mso-no-proof:yes'> </span></font><span
style=3D'mso-bidi-font-family:"Lucida Sans =
Unicode"'><o:p></o:p></span></p>

<p class=3DMsoNormal style=3D'margin-left:36.0pt'><font size=3D2
face=3D"Lucida Sans Unicode"><span =
style=3D'font-size:10.0pt;mso-bidi-font-family:
"Lucida Sans Unicode"'><o:p> </o:p></span></font></p>

</div>

</body>

</html>

------=_NextPart_001_005B_01C50F73.670629C0--
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